

NAVSEA 04
***Logistics, Maintenance and
Industrial Operations***

INTERNAL COMMUNICATIONS PLAN

JUNE 16, 2003

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Message from NAVSEA 04 Leadership

This Internal Communications Plan is a fundamental part of our Business Planning effort and our strategy to meet the demands made of us. The focus of this plan is simple – communicating that we are a unified team and that we bring unique value to our Navy and our Nation. We ask the entire NAVSEA 04 team to join with us in bringing this plan to life, from top to bottom and across the breadth of our global enterprise.

The NAVSEA 04 Directorate is a vital element of the Navy and the Naval Sea Systems Command. Our responsibilities begin with the initial acquisition program decisions and development and continue through the construction, operation, maintenance, modernization and ultimately disposal of the ships and systems. We are the link to the Fleet Sailor providing the tools and capabilities they need to operate and maintain the ship and the industrial capability to keep the ships in fighting condition. We work closely with our Navy and Marine Corps teammates as well as our commercial and DoD partners, to ensure that our warfighters have the might they need to fight and win.

We are one team – from the men and women at the Naval Shipyards, to the Supervisors of Shipbuilding, Conversion and Repair, to the Naval Sea Logistics Center, to the Radiological Affairs Support Office, to all of the individuals who work at NAVSEA Headquarters. Our single purpose – the reason we exist as an organization – is to support our warfighters; a job we have done well for many years. But we cannot rest on our past success. We need to be engaged in the transformation of our processes and products from the Cold War era to the new, agile Navy capable of surging the forces tailored to the threat. Then sustaining that presence and capability and constituting the Fleet to repeat when called. The only way we can meet this challenge is with the contributions of every one of our team members supporting the Navy and NAVSEA vision of the future. Our success will be determined by our understanding of what is expected of us and how well we work together as a team. The NAVSEA Commander's Guidance establishes the challenges we face and our Business Planning effort pulls together our efforts to operate effectively and efficiently.



W. R. Klemm
Deputy Commander
Logistics, Maintenance
and Industrial Operations



Stephen M. Bonwich
Executive Director
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I. Executive Summary

The Logistics, Maintenance, and Industrial Operations Directorate (NAVSEA 04) has embarked on a communications campaign that is intended to enhance communications within the Directorate. The communications strategy and its components are presented in this document, titled *NAVSEA 04 Internal Communications Plan*.

This Internal Communications Plan provides an array of mediums the NAVSEA 04 Team can use to find the most effective and efficient manner in which to communicate specific messages to a target audience. The goal of the NAVSEA 04 Internal Communications Plan as stated in the Communications Team Charter is to:

“Institutionalize a communications process that ensures NAVSEA 04 reaches employees with timely and targeted information, which will ultimately contribute to the achievement of an end state where NAVSEA 04 is trusted as an organization by employees, customers and stakeholders.”

This Internal Communications Plan will identify the framework with examples of target audiences, strategic themes, strategic messages, communications channels and event timing to accomplish the Internal Communications Plan goal.

The components discussed in this document are designed to be flexible and are intended to represent the initial tactics to implement this plan. Adjustments to the plan are expected and necessary as the development and execution continues.

The format of the NAVSEA 04 Internal Communications Plan is as follows:

- **Section 1, Executive Summary**
 - The purpose of the NAVSEA 04 Internal Communications Plan
 - The overarching methodology to the plan
- **Section 2, Why an Internal Communications Plan?**
 - Provides the background for the NAVSEA 04 Internal Communications Plan
 - Describes the Communications Task Force (T-1) goal
- **Section 3, NAVSEA 04 Communications Information Gathering Process**
 - Provides an explanation of methodology used in gathering information
 - Includes the structure of the process and stakeholder participation
- **Section 4, NAVSEA 04 Communications Vision, Mission and Values**
 - Provides an explanation of the purpose of the Communications Vision, Mission and Values
 - Stresses importance, use and propagation of Communications Vision, Mission and Values
- **Section 5, NAVSEA 04 Communications Strategies**
 - Provides an explanation of issues considered in development of this NAVSEA 04 Internal Communications Plan

- Include items such as: Timing; Consistency; Coordination; Reach, Frequency and Quality; Channels
- **Section 6, NAVSEA 04 Target Audience and NAVSEA 04 Code Descriptions**
 - Provides a representative list of the intended recipients of the communications improvement efforts
 - Provides a representative list of internal key stakeholder groups
 - Defines core function and purpose of each internal key stakeholder group
- **Section 7, NAVSEA 04 Strategic Communications Themes**
 - Provides a detailed explanation of the themes of the NAVSEA 04 Internal Communications Plan
 - The themes are incorporated to serve as the basis for the audience, communications messages and to increase positive awareness
- **Section 8, NAVSEA 04 Strategic Communications Messages**
 - Refines the Strategic Communications Themes into more specific statements for each targeted audience
- **Section 9, NAVSEA 04 Communication Channels**
 - Outlines specific mechanisms, tools and methods that will facilitate distribution of the themes and messages
- **Section 10, Next Steps**
 - Briefly describes the continuation of the process after rollout including:
 - Execution of Implementation Plan
 - Metrics to Measure Progress
- **Section 11, Summary**
 - Summarizes the NAVSEA 04 Internal Communications Plan approach
- **Appendix A**
 - NAVSEA 04 Communications Key Findings

The communications strategy utilized in this process was tailored to create a consistent message that generates positive awareness of our contributions and efforts that tie to the NAVSEA value statement, “*Keeping America’s Navy #1 in the World.*” The intent is to provide a more tactical approach to increase awareness, gain credibility, and improve trust among NAVSEA 04’s most critical target audience...*our employees.*

II. Why an Internal Communications Plan?

NAVSEA 04 has been tasked to develop a process which will build a business plan that supports and implements the NAVSEA corporate strategy and is aligned with corresponding strategic plans for ASN(R, D&A), the CNO, COMCPACFLT and COMCLANTFLT.

The NAVSEA 04 Executive Steering Committee (ESC) leads the Business Planning process. Composed of Senior Executive and Flag personnel, the ESC provides leadership, resources and oversight to the Operations Management Team (OMT). The OMT proactively supports the ESC in all matters relating to business planning and corporate headquarters operations. Comprised of 0-6/GS-15 Deputies and other senior personnel, the OMT meets weekly and provides process oversight.

A high level environmental scan was performed in August 2001. The information collected from this process, combined with a legislative scan, a current event assessment and a NAVSEA 04 Personnel Survey was used to perform Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Based on the concerns highlighted by the SWOT, five areas or “strategic thrusts” were identified. The strategic thrusts are: People; Alignment; Processes; Money and Trust. Within these strategic thrusts, goals and suggested objectives have been developed, approved and prioritized.

A Communications Task Force was formed to develop and implement an action plan to accomplish the NAVSEA 04’s Business Plan goal designated T-1. This goal is to institutionalize a communication process that ensures NAVSEA 04 reaches employees, customers and stakeholders with timely and targeted information, which will ultimately contribute to the achievement of an end state where NAVSEA 04 is trusted as an organization by employees, customers and stakeholders and is endowed with the following attributes:

- Trusted by customers, stakeholders and employees
 - Reliable
 - Honest broker
- Open and targeted communication
- Timely response and follow-up
- Regular customer feedback
- Recognized as subject matter experts

Specifically, the Task Force will develop and execute a NAVSEA 04 Internal Communications Plan that provides the tools and techniques to effectively communicate the accomplishment of goals and objectives.

III. NAVSEA 04 Communications Information Gathering Process

In order for NAVSEA 04 to define its Internal Communications Vision, Mission and Values, we first had to discover and understand how NAVSEA 04 employees viewed the Directorate.

To understand how NAVSEA 04 views itself we gathered critical information and opinions from all levels of the Directorate. We achieved a consensus as to the creation of our new Internal Communications Vision, Mission and Values after informing and soliciting input from multiple levels of the Directorate and analyzing the results.

The information gathering methodology consisted of:

1. Focus Groups

Focus groups were conducted with key groups of employees throughout the NAVSEA 04 Directorate. Ten focus groups were conducted, with each focus group consisting of cross-code participation at the following levels:

- GS 8 -12
- GS 11-12
- GS 13
- GS 14 & 15
- GS 15

2. One-on-One Interviews

In addition to the structured “open forum” format of the focus groups, we also conducted one-on-one interviews. Topics of discussion included the present state of cross-code communications, information flow up and down the Directorate, and suggestions for improvement of overall internal Directorate communications.

Information collected from this process was used to develop the NAVSEA 04 Internal Communications Plan. For more information on the results of this process, see Appendix A.

IV. NAVSEA 04 Communications Vision, Mission and Values

The NAVSEA 04 Internal Communications Vision has been defined, and leadership will guide employees to the *right* path to achieve this Internal Communications Vision. This process happens through the careful definition of the NAVSEA 04 Internal Communications Mission. This NAVSEA 04 Internal Communications Mission is the roadmap explaining the *purpose and benefit* associated with solid internal communications. The Internal Communications Mission directly supports the Internal Communications Vision and will make achievement of the Internal Communications Vision possible.

NAVSEA's corporate communications Internal Communications Values are the standards by which NAVSEA 04 employees communicate and perform their jobs. These values are the Directorate-wide criteria on which each employee's work ethic, conduct, and day-to-day communications are measured.

The NAVSEA 04 Internal Communications Vision, Mission and Values have been articulated as follows:

1. Communications Vision

To create an internal communications environment that becomes the 'Best Practice' case example of internal communications for our Directorate. It will be an environment in which trust, morale, leadership, teamwork and solid communication will be the keys to our success.

2. Communications Mission

To provide a workplace environment where employees are trained in the proper methods and channels of effective communications, where open and honest communications are fostered, and where the highest priority is placed on managing the flow of internal information, thereby keeping all employees informed, regardless of rank or code.

3. Directorate Communications Values

NAVSEA 04 is a Directorate that values open and honest communications. We value a team environment that encourages employees to ask questions, seek answers, and share information across codes to improve the Directorate. As a group we place a high value on the success of the Directorate's Internal Communications Plan. We shall actively train, read, learn and participate in all efforts directed at the betterment of communications within the Directorate.

V. NAVSEA 04 Communication Strategies

In developing the NAVSEA 04 Internal Communications Plan, many areas were considered that contributed to defining NAVSEA 04's overall Internal Communications Strategies and Goals. Key among these strategies are the following:

1. *Timing*

"Best Business Practices" tells us that the Internal Communications Plan must be in place and working in a Directorate for a minimum of one year before it will begin to break through the communications clutter, and it ordinarily takes two years to gain full traction. The process of persuading and changing perceptions is not an overnight process. Changing a person's attitude is difficult, and most people respond only to the very strongest of impressions over time. Therefore, it is essential that NAVSEA 04 coordinate its "internal communication messages."

2. *Consistency of Communications*

A message can only be effective if it reaches the intended target audience in a timely manner. If the message is late, it must contend with "grapevine" information that conflicts with the intended message. By striving for timely and accurate information, trust will be built within the Directorate.

3. *Targeted Messages*

Messages should contain a single theme to be clear and direct. Avoid multi-themed messages. The level of detail in any given message should be suited to the intended audience. Carefully choosing the *right* communications channel can make the difference in having a message heard or disregarded

4. *Communicate What We Do (NAVSEA 04 Identity)*

NAVSEA 04 needs to develop an internal identity that will be projected within our Directorate and to our Command. Continual military personnel transfers and job changes by civilians make it vital to establish a consistent, unified and positive identity. As individuals and as members of distinct work groups, we need to communicate with each other about what we do and why it is important. By understanding our various roles and responsibilities and how our contributions support the NAVSEA mission, we will build a NAVSEA 04 identity that all employees share and can communicate. The key is individual buy-in.

5. *Plan Communications*

In our dynamic work environment events and situations occur without warning that must be addressed immediately. We must take these unplanned events into account and adjust our plans. We should attempt to plan and think ahead as often as we can and not live in a crisis mode all of the time. Accordingly, we should spend more time planning how we can foster better communications skills. Before generating a message, think about the communications channels, who the target audience is and what information you want to communicate. During this planning process take advantage of core elements outlined in the Internal Communications Plan.

6. *Reach, Frequency, and Quality*

The balance among *reaching* a target audience, the *frequency* with which the message is delivered, and the *quality* of the message are very important elements. Employees need to be

reached frequently to effectively communicate internal news and reinforce NAVSEA 04's messages on a daily basis. These messages may come from supervisors, senior leaders, internal publications and team members.

7. Change Behavior

The intent of this Internal Communications Plan is to emphasize the importance of effective communications. By improving NAVSEA 04 internal communications across internal codes, we will build trust in the Directorate. In order to improve communications it will take a combined effort from All Hands.

8. Communications Channels

It is critical to send the *right* message through the *right* channel to the *right* audience. A message is only effective if it reaches the intended audience. Carefully choosing the right communications channel can make the difference in having a message heard or disregarded. NAVSEA 04 will take full advantage of the various communications channels available (print, electronic, digital, interpersonal, etc.).

VI. NAVSEA 04 Target Audience and NAVSEA 04 Code Descriptions

NAVSEA 04 will ultimately focus its messages on three target audiences (employees, customers and stakeholders); however, this initial plan will focus solely on the employee as the referenced target audience. Communication messages must be delivered through specific channels to reach the intended audience (channels are discussed in greater detail in Section IX). The range and sophistication of NAVSEA 04 employees requires focus to maximize value.

Employees

The employee-targeted audience will include all NAVSEA 04 Codes, both physical locations and demographic characteristics. This is not intended to be an all-encompassing list, but rather examples of those who must receive messages about NAVSEA 04's Internal Communications Mission, Vision, Goals and current communications initiatives. It is expected that each NAVSEA 04 employee communicate the value and benefit through the use of the appropriate messages (defined in Section VIII).

Physical Locations:

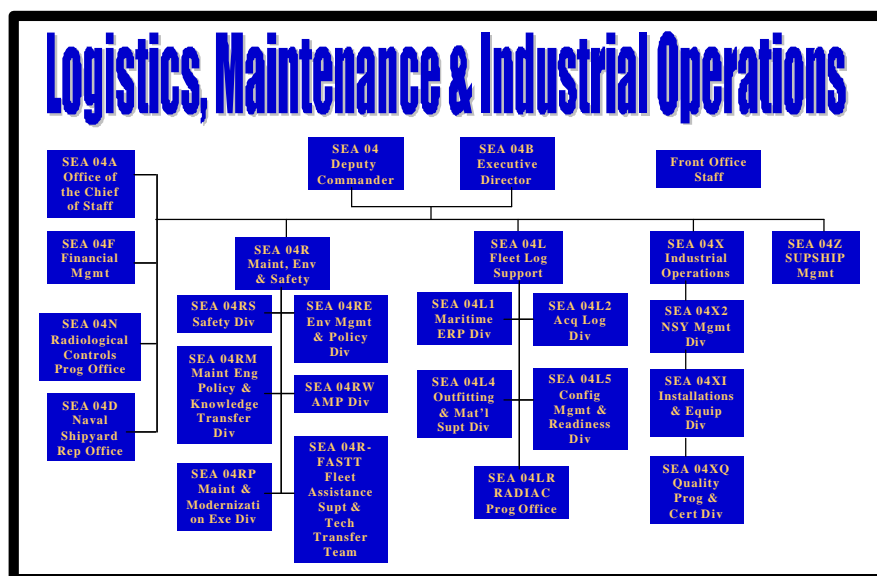
- Washington Navy Yard
- Off-Sites

Demographic Characteristics:

- New and potential employees
- Full time and part time employees
- Military and Civilian
- Technical and non-technical
- Supervisory and non-supervisory
- Contractors
- Other tenants

NAVSEA 04 RESPONSIBILITIES

Serves as the Command central point and principal adviser to the Commander, Naval Sea Systems Command for the following: Radiological Controls Program, Naval Shipyard Representative Office, Fleet Maintenance, Environmental, Safety and Health, Fleet Logistics Support, management and oversight of Naval Shipyards and Supervisors of Shipbuilding, Conversion and Repair, USN.



OFFICE OF THE CHIEF OF STAFF (SEA 04A)

Serves as the Command central point of contact for headquarters coordination for corporate operations and administrative support for NAVSEA 04. Corporate operations responsibilities include:

- Administrative policy and administrative procedures
- Directorate's office space and office equipment requirements
- Civilian & Military personnel issues
- Commercial Activities Program
- Records Management Program

RADIOLOGICAL CONTROLS PROGRAM OFFICE (SEA 04N)

Ensures that no one under the cognizance of the Naval Sea Systems Command is harmed or injured by the Navy's use, storage or disposal of radioactive material; excludes those initiatives associated with the Naval Nuclear Propulsion Program and medical issues. Responsible for the Navy's:

- Radiological controls policy and procedures for the Navy Weapons Radiological Controls Program
- Radiological Affairs Support Program

These responsibilities are Navy-wide requirements.

NAVSEA SHIPYARD REPRESENTATIVE'S OFFICE (SEA 04D)

The NAVSEA Shipyard Representative's Office (NSR) is responsible for independent oversight of Naval Shipyard non-nuclear operations. The NSR reports to Commander, Naval Sea Systems Command. Additional duties include:

- Oversight of ship safety during maintenance and modernization periods
- Assist NAVSEA in working with the shipyards to resolve issues that inhibit first-time quality work
- Assists in improving the performance by the Naval Shipyards

MAINTENANCE, ENVIRONMENT AND SAFETY OFFICE (SEA 04R)

Serves as the Naval Sea Systems Command central point of contact for environmental and safety issues across product life cycles and for shore activity matters through appropriate managers. Environmental and Safety responsibilities include:

- Environmental protection
- Hazardous material control
- Pollution prevention
- Occupational safety and health

Naval Sea Systems Command central point of contact for surface ship maintenance issues, which require Command resolution. Responsible for the following:

- Reliability-Centered Maintenance & Condition Based Maintenance

- Ships' 3-M System
- Calibration Policy, METCAL, SISCAL and GPETE
- Assessment of Equipment Condition Program
- Functional Manager for OMMS-NG
- Integrated Class Maintenance Plan
- Ship Availability Planning and Engineering Center (SHAPEC) process.
- Fleet Modernization Program
- Alteration Management Planning

FLEET LOGISTICS SUPPORT (SEA 04L)

Manages and coordinates the Naval Sea Systems Command's core processes of Integrated Logistic Support (ILS) for the Command. Responsible for the following:

- Acquisition Logistics Policy
- Outfitting and Material Support (SCN, OPN, WPN & OM&N) which entails Provisioning, Supply Support, Procurement, Transportation and all Shipyard Material
- Configuration Management and Fleet Readiness
- Logistics Financial and Program Integration
- Navy Radiation, Detection, Indication and Computation (RADIAC)
- Navy Enterprise Maintenance Automated Information System (NEMAIS)/Maritime Value Chain Manager for Navy Converged Enterprise Resource Planning (ERP)
- Navy's Distance Support/Anchor Desk Program.

INDUSTRIAL OPERATIONS (SEA 04X)

The program manager for regional maintenance and daily operations associated with the Naval Shipyards. Provides matrix support to all NAVSEA field activities for safety standards, facilities and equipment programs, quality and certification programs. Certifies all Navy and commercial drydocks where U.S. Navy ships are docked. Responsibilities include:

- Naval Shipyard Management Group
- Oversee all performance quality related to shipbuilding, and ship repair.
- Facility Management

SUPERVISOR OF SHIPBUILDING, CONVERSION AND REPAIR (SUPSHIP) MANAGEMENT GROUP (SEA 04Z)

Serves as the Command central point of contact for SUPSHIPS, which are NAVSEA field activities that provide on-site contract administration for shipbuilding and repair performed in the private sector. Responsibilities include:

- Program Manager for SUPSHIPS
- Oversee operations associated with SUPSHIPS
- Manage forums for Navy & Industry representatives to improve business and technical processes

VII. NAVSEA 04 Strategic Communications Themes

Themes are guiding principles or strengths that embody NAVSEA 04. Themes should be used when communicating with target audiences and communication messages to help increase positive awareness. Under the main theme are several supporting sub-themes which are reputable claims that provide the key elements and overarching description of what NAVSEA 04 will be communicating. The purpose of the sub-themes is to provide a more clear direction and additional detail to the areas that need to be communicated.

The strategic theme embodies the main purpose for the Internal Communications Plan and the content of all communications messages within NAVSEA 04.

THEME: Building Trust through Timely and Targeted Information

NAVSEA 04 will institutionalize a communications process that ensures we provide employees with timely and targeted information, which will ultimately contribute to the achievement of an end state where communications between NAVSEA 04 employees is honest, open, trusted and spans all ranks and codes within the Directorate.

Sub-Theme: Communications Environment

NAVSEA 04 will provide timely and targeted information and foster trust within the Directorate by ensuring that the communications environment is open, honest, trustworthy, and places a high level of importance on morale, leadership, teamwork and a positive physical environment.

Sub-Theme: Training

NAVSEA 04 will provide training programs that teach and encourage NAVSEA 04 employees on the proper methods for optimum and effective communications that support and maintain our Internal Directorate Values.

Sub-Theme: Methods of Communications

NAVSEA 04 will provide direction and define the proper channels and methods of communications available to employees, thereby optimizing the effectiveness of NAVSEA 04 employee communications and ensuring the transfer of trusted information across the Directorate.

Sub-Theme: What We Need to Know...

NAVSEA 04 will inform and educate employees with respect to the NAVSEA 04 Internal Communications Vision, Mission and Values. We will keep employees informed, communicate targeted information, and foster trust within the Directorate by ensuring that all relevant and pertinent information is consistently and continuously shared with NAVSEA 04 employees.

VIII. NAVSEA 04 Strategic Communications Messages

From the strategic communications themes, NAVSEA 04 developed strategic communications messages that are aligned with the target audience ... employees. The messages provide even greater detail than the themes and should include a benefit to the intended audience (also known as WIIFM – “What’s in it for me?”). The messages are intended to serve as a guide for developing a common, consistent and credible story...regardless of the audience. These strategic messages directly support the communications sub-themes, which tie back to the main theme of *Building Trust through Timely and Targeted Information*.

The messages listed below are intended to serve as a guide for developing common and consistent messages. Each subsection provides critical messages to be woven into internal print, interpersonal, electronic and other special program/event communication channels (outlined in Section IX). The strategic messages are aligned with NAVSEA 04’s primary target audience – our employees.

NAVSEA 04 employees can use the messages in several ways. Some examples include:

- Use messages in correspondence, presentations, internal news articles, etc.
- Use messages in conversations with other codes
- Alternate messages on a monthly basis
- Use the messages in unique, local/global communications opportunities
- Develop additional messages that are unique to each NAVSEA 04 Code

Message to Employees

Sub-Theme: Communications Environment

- We commit to communicating corporate and global decisions to all NAVSEA 04 employees in a timely manner
- We will provide tools to create the optimal communications environment
- We will listen, consider and respond
- We will encourage cross-code information exchange

Sub-Theme: Training

- We will encourage and facilitate NAVSEA 04 communications training
- We will establish a communications-training curriculum
- We will conduct an Internal Communications Plan rollout to all NAVSEA 04 employees
- We will provide feedback mechanisms to enable continual improvement of all training efforts

Sub-Theme: Methods of Communications

- We will exchange information via multiple channels and ensure the proper transfer of trusted information across all of the codes

Sub-Theme: What we Need to Know...

- We will request input from employees about what they need to know

- We will be sensitive to employee issues
- Leadership will define and share its Internal Communications Vision, Mission and Directorate Values
- Leadership will commit to understanding the NAVSEA 04 employee environment
- We will communicate information about the NAVSEA 04 employee environment, safety, job security, job requirements, performance, etc.

IX. NAVSEA 04 Communications Channels

The key with communications is to find the most effective and efficient channels to distribute the message to each audience. NAVSEA 04 must capitalize on existing communication channels and foster new ones to help communicate its main theme of ***“Building Trust through Timely and Targeted Information.”***

There are numerous channels of communication available both internally and externally. With improving technology, the options continue to grow. The key is to find the most effective and efficient channel to communicate the message to each target audience. Choosing the appropriate communications channel depends on the content of the message and the intended audience. The selection of channels is based on proven marketing and communications techniques and data gathered during the NAVSEA 04 workshops and focus groups. They are divided into five (5) groups and are not intended to be a complete list of all options:

- ***Public Relations*** – specialists to help foster relationships and deliver the message while maximizing all the communications channels
- ***Print*** – includes newspapers, magazines, newsletters, brochures, documents, etc.
- ***Electronic/digital*** – includes e-mails, VTC, Internet, websites, video, etc.
- ***Interpersonal*** – one-on-one/face-to-face interaction, public relations
- ***Special events and exhibit planning*** - meetings, tradeshow, conferences, etc.

The five (5) groups above were matched with each of the four (4) major sub-themes (see Section VII: Strategic Communications Themes) to ensure all-inclusiveness. All qualifying channels were appropriately identified by channel category.

Channels for Reaching NAVSEA 04 Employees

Dynamic and effective communications are a vital part of NAVSEA 04. Both the quantity and quality of communications is extremely important to a fully informed and active Directorate. NAVSEA 04 has several active and effective communications channels to facilitate the communications effort.

I. Public Relations

- ***Communications POC (Point of Contact).*** NAVSEA 04 will identify a Communications Point of Contact to help coordinate and facilitate communications/public relations for NAVSEA 04. The POC will work closely with the NAVSEA 04 Communications Advocacy Group and will meet regularly to develop communications campaigns/methods to carry out the strategic communications messages to all NAVSEA 04 employees.
- ***Communications Advocacy Group (CAG).*** NAVSEA 04 will create a Communications Advocacy Group (CAG). The primary focus of the CAG is to provide “grassroots” input and feedback as to the effectiveness of communications in NAVSEA 04. CAG members will assist the Communications POC in the development of specific communications projects/campaigns such as; the Communications Toolkit & Functional Directory, etc. to help carry out the strategic communications messages to all NAVSEA 04 employees. This group will also be the primary channel to help provide recommendations for improvements/changes

to the NAVSEA 04 Internal Communications Plan. The chair of the CAG will be the Communications POC.

II. Print

- **NAVSEA 04 Internal Communications Plan.** The NAVSEA 04 Internal Communications Plan provides an array of channels in which any manager/supervisor, focus group, employee, etc. may use to find the most effective, efficient manner in which to communicate specific messages to a specific target audience.
- **NAVSEA 04 Communications Newsletter, “The NAVSEA 04 Messenger.”** This is a monthly newsletter, developed in May 2003, focusing on the new NAVSEA 04 Communications campaign. This newsletter is a quick and effective way to communicate with the employees regarding information about the new NAVSEA 04 communications campaign.
- **Communications Toolkit.** The toolkit will contain a variety of tools to aid the new communications campaign and will be available in electronic and print form. The toolkit will include the following sections:
 - **Communications Handbook.** The handbook will provide specific guidance and recommendations that cover the use of e-mail, information flow diagrams, VTC scheduling procedures, securing conference rooms, telephone usage (conference call scheduling, etc.), conducting surveys and additional topics. This handbook will be a “how to” resource with examples.
 - **Functional Directory.** This directory will provide a “who does what” similar to the telephone directories that existed in the past. This tool will provide the point of contact and phone number based upon the function that this NAVSEA 04 employee performs. Once established, this directory will be reviewed and updated on a periodic basis.
- **NAVSEA 04 New Employee Orientation Guide.** This guide provides new employees with information about NAVSEA 04.
- **Plan of the Week.** A one-page document, available in print and electronically, that provides information on top-level issues and important events. This would include upcoming data calls, time sensitive issues and changes in schedules.

III. Electronic/Digital

- **NAVSEA 04 Internal Communications Plan.** The NAVSEA 04 Internal Communications Plan provides an array of channels in which any manager/supervisor, focus group, employee, etc. may use to find the most effective, efficient manner in which to communicate specific messages to a specific target audience.
- **NAVSEA 04 Communications Newsletter, “The NAVSEA 04 Messenger.”** This is a monthly newsletter, developed in May 2003, focusing on the new NAVSEA 04

Communications campaign. This newsletter is a quick and effective way to communicate with employees regarding information pertaining to the new NAVSEA 04 communications campaign.

- **NAVSEA e-mail.** Electronic mail is a timely and cost effective way to communicate with large audiences. E-mails that are effective, persuasive, short and creative will be promoted to maintain continuous interaction throughout the Directorate. This medium is obvious, but key to the introduction and sustainment of other communications channels available via print, electronic/digital, interpersonal, etc.
- **NAVSEA website.** (<http://www.navsea.navy.mil>). The NAVSEA website is an important communications channel to reach employees, customers, stakeholders, and the entire NAVSEA 04 team as it is universally accessible. This website provides information about NAVSEA and news items of general interest.
- **Inside NAVSEA City Intranet website.** (<https://inside.navsea.navy.mil>) This intranet website provides NAVSEA 04 employees with direct links to daily utilized, pertinent information. This site will provide the vehicle to host many of the electronic initiatives described below. The NAVSEA 04 Neighborhood in NAVSEA City currently exists and will be the host area for all communications initiatives including training curriculums, book lists, and digital copies of communications plan, handbook, and “State of NAVSEA 04 Address.”
- **Communications Toolkit.** The toolkit will contain a variety of tools to aid the new communications campaign and will be available in electronic and print form. The toolkit will include the following sections:
 - **Communications Handbook.** The handbook will provide policy, specific guidance and recommendations that cover the use of e-mail, information flow diagrams, VTC scheduling procedures, securing conference rooms, telephone usage (e.g., conference call scheduling, etc.), conducting surveys and additional topics. This handbook will be a “how to” resource with examples.
 - **Functional Directory.** This directory will provide a “who does what” similar to the telephone directories that existed in the past. This tool will provide the point of contact and phone number based upon the function that this NAVSEA 04 employee performs. Once established, this directory will be reviewed and updated on a periodic basis.
- **Frequently Asked Questions.** This will be an area under the NAVSEA 04 Neighborhood that will consist of questions asked by NAVSEA 04 employees via e-mail, “All Hands” meetings or anonymously through an electronic suggestion box. Responses will be posted with the questions.
- **Top Management Calendar.** This calendar would contain the information currently posted in the NAVSEA 04 Conference Room and would also contain highlights of the Admiral’s and SES’s calendars. This calendar will be maintained in the NAVSEA 04 calendar section of Microsoft Outlook and will be updated weekly.

- **Plan of the Week.** A one-page document, available in print and electronically, that provides information on top-level issues and important events. This will include upcoming data calls, time sensitive issues and changes in schedules.
- **Corporate Data Management System/Livelink.** (<https://cdms.navsea.navy.mil/livelink>) This overlooked channel provides the functionality to store a wide variety of documents for public and private use. This should be a source for all serial files, policy documents and other correspondence. This resource also provides collaboration tools that allow a group of people to work on documents. It allows for establishing work groups, projects, tasking through task lists with notifications and many other functions. This resource is available through the Inside NAVSEA City Intranet website.
- **NAVSEA 04 Public Folders.** Used for posting general interest items, the role of this resource can be expanded to provide a second source for posting policy documents, instructions, the NAVSEA 04 Internal Communications Plan and other similar documents. This resource is available in Microsoft Outlook.
- **Staff Meeting Minutes.** This channel can be used to provide minutes from weekly senior staff meetings giving general overviews of what is going on that affects NAVSEA 04. These items can be posted in Microsoft Outlook, Inside NAVSEA City, NAVSEA 04 Neighborhood or in CDMS/Livelink.

IV. Interpersonal

- **Brown Bag Luncheons.** These regularly scheduled luncheons allow employees to talk with leadership about areas of interest or concerns within NAVSEA 04.
- **Cross Code Interaction.** An opportunity for personnel from various codes to learn about other codes within NAVSEA 04 through social events, informal “show and tell” presentations and information sharing.
- **All Hands Meeting.** The purpose of these meetings is to brief employees on current initiatives and upcoming changes. It is an opportunity for leadership to communicate with employees face-to-face and answer questions.
- **Staff Meetings.** NAVSEA 04 Managers shall hold regularly scheduled staff meetings to keep employees apprised of the communication effort and how they can get involved.
- **Walk-arounds.** Senior leadership will take the opportunity to visit with employees at their workstations. This “personal” gesture will encourage open communication among NAVSEA 04 employees.
- **“Open Door ” Policy.** An “open door” policy by NAVSEA 04 management and senior leadership will encourage trust among employees and provide an opportunity for employee feedback.

V. Special Events and Exhibit Planning

Specials events and exhibit planning are essential to reaching a wider audience or select members of a certain audience not normally available. Each event has a specific purpose with a message designed to reach a specific audience. Some events/exhibits have an industry scope, while others have a regional approach. This communications tool helps NAVSEA 04 with generating new leads, which foster industrial partnerships and allow for face-to-face interaction and visibility.

- ***Off-sites.*** Off-sites are an opportunity to train and inform NAVSEA 04 employees on communications strategies. This channel may include the communications rollout guidance and communications refresher training.
- ***Orientation and Training Programs.*** Promptly communicate strategic communications themes and messages to new team members and provide refresher training and curriculum opportunities to NAVSEA 04 employees.
- ***Socials.*** Socials provide unity, camaraderie and relaxed opportunities for open communication among NAVSEA 04 employees. These may include such events as pizza, ice cream, chili cook off, picnic, athletic competition, etc.

X. Next Steps

I. Execute Implementation Guide

This NAVSEA 04 Internal Communications Plan provides NAVSEA 04 with a strategy that identifies target audiences, communications themes, messages and channels. Although strategy is important, immediate action must be taken in order to obtain responses and to assess results.

II. Develop Metrics to Measure Progress

It is important to include metrics to quantify results and measure change. The success of any initiative requires continuous monitoring and adjustments; therefore, it is important to establish metrics from the beginning, including the original benchmark.

Survey and research into audience response to the introduction of the NAVSEA 04 Internal Communications Plan is necessary and should be done in 6-12 months.

XI. Summary

Communications is a vital element to the success of any organization. The NAVSEA 04 communications strategy portrays a Directorate that performs as a team to support the Fleet. It creates value by solidifying many voices into one message.

You will find that all elements of communications are mentioned, including audiences and channels. Pertinent messages and implementation ideas have been outlined to assist all codes in creating tailored messages for their particular areas.

In order to achieve this goal, NAVSEA 04 will create ***consistent, continuous and effective messages*** that emphasize our vital role in supporting the Fleet and connecting with our target audience through the appropriate channels. Success in this mission requires a unified team of NAVSEA 04 professionals working together. Planning is an excellent endeavor, however, it is no substitute for execution. This plan's success depends on whether leaders lead and team members follow in the daily execution of communicating with one another and our customers.

Additional information can be obtained by contacting the NAVSEA 04 Communications Point of Contact Marc Borkowski (202-781-3284) borkowskimc@navsea.navy.mil, or LCDR Kimberly S. Moreira (202-781-3262) moreiraks@navsea.navy.mil or visit the SEA 04 Neighborhood in "Inside NAVSEA City."

Appendix A- Communications Key Findings

NAVSEA 04 Communications Key Findings

The intent of this section is to present issues that were raised by NAVSEA 04 employees during the focus groups and one-on-one interviews. The findings are a distillation of the comments received and recommendations expressed.

1. Finding: Employees communicated an interest in understanding the vision of NAVSEA 04.

Discussion: Many employees expressed a desire to hear directly from the Deputy Commander during All Hands meetings in order to have a better understanding of his vision for the future of the Directorate. The NAVSEA 04 Executive Director has initiated the release of emails sharing information regarding the impact to the entire directorate; this has been seen as an excellent initial step.

Recommendation:

- Continue the e-mails from NAVSEA 04B
- Coordinate All Hands meetings with the Deputy Commander's schedule so that he is able to attend and is able to address his staff.
- "Management by walking around" should be used at all levels to improve internal communications.
- Make All Hands less formal (town hall style meetings when issues indicate such a forum would be more beneficial for exchange of information).
- The Deputy Director should continue to communicate his vision for NAVSEA 04 and thoughts about the future of NAVSEA and the Navy during All Hands meetings and/or via email.

2. Finding: Employees commented the "Rumor Mill", contacts in other codes and elevator conversations are perceived as the key sources for information regarding NAVSEA 04.

Discussion: Employees desire information within NAVSEA 04 be shared in a timely manner. For example, by the time senior managers share information at staff or All Hands meetings the information had already been overheard via the rumor mill or in elevators and that information goes up the chain but very little information comes down to the employees. Additionally, it was felt that information concerning the NAVSEA reorganization, VSIP/VERA and re-competing for billets were not distributed in a timely manner. Staff meetings within the directorate were not being conducted consistently and the rumor mill was again highlighted as the most utilized method of information gathering within the Directorate. As a result of the focus group input, significant progress has been made towards improving the flow of communication up and down the chain as evidenced by the resurgence in supervisors holding more frequent staff meetings and the Executive Director holding "brown bag lunches" with directorate personnel.

Recommendation:

- ESC continues to emphasize the need to establish regularly scheduled staff meetings.
- Continue brown bag lunches with the Executive Director and expand the brown bag to

include all levels within the Directorate. Ensure that brown bag lunches are confidential in order to build the trust of the employees.

- Continue using e-mails sent by the Executive Director to keep the entire staff informed of issues that concern everyone.
- 3. Finding: Formal communications processes across NAVSEA 04 Directorate lines are perceived to be almost non-existent and the Directorate not functioning as a cohesive single entity.**

Discussion: The NAVSEA 04 workforce is small and consists of about 250 people and as a whole does not know one another. This creates an environment where employees don't know functions performed or functional relationships throughout the Directorate. Employees did not understand how their functions were tied to other NAVSEA 04 codes. The operations of the Directorate would be enhanced if people knew which functions were performed within the Directorate and the point of contact for that function.

Recommendation:

- Establish a NAVSEA 04 orientation program to educate employees on what functions are performed within the Directorate and who is responsible for the functions. This orientation program should provide each employee with a general knowledge of the functional areas within the Directorate.
 - Develop a functional directory list for NAVSEA 04 employees to reference.
 - Plan a quarterly social event, which provides unity, camaraderie and relaxed opportunities for open communication among NAVSEA 04 employees. These may include such events as pizza, ice cream, chili cook off, picnic, athletic competition, etc.
- 4. Finding: NAVSEA 04 employees are hesitant to communicate their concerns about supervisors because of perceived negative reactions.**

Discussion: the most noted concern was the fear of reprimand if the employees voiced concerns about the managers. The employees perceived that they would be labeled a threat by their supervisors. Additionally, there were several comments concerning favoritism within the different Departments.

Recommendation:

- NAVSEA 04 ESC shall encourage the employees to express, both "positive and negative", comments to help foster honest and open communication throughout the Directorate.
 - Create a suggestion box where NAVSEA 04 employees can provide questions to managers anonymously. Timely responses via several channels will be required. This will foster trust within the Directorate.
- 5. Finding: Supervisor's failure to follow-up with individual employee's questions is perceived as a lack of interest in employee's value and position.**

Discussion: The lack of trust with management issue was often coupled with the statement that several managers did not have good interpersonal skills. In many cases communications with their managers was non-existent. Many employees indicated that information goes up the chain

but does not come down; management does not trust employees; management only talks to specific people within their code. Information should be delivered in a timely and accurate manner throughout the chain of command. Employees need to know that their concerns are being addressed even if the initial response is “I don’t know or I’m not sure...but I’ll research that information further and get back to you with the correct answer.”

Recommendation:

- Develop an annual communications survey, which includes a series of questions for the employees to evaluate their supervisor’s communications skills.
- Establish a position for a Communications Point of Contact who would be responsible for the execution of the NAVSEA 04 Internal Communications Plan. A coordinator and facilitator, this individual is an overseer and planner with the legwork being done by other NAVSEA 04 personnel. Additionally, the POC would be a staff advisor on all aspects of communications and report directly to 04 and 04 B.
- The suggestion box could be utilized for employees to express opinions about staff meetings, interpersonal skills, and personnel issues.